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2 February 1984

MEMORANDUM FOR:

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FROM:

SUBJECT: Statement of Goals for CIA and

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1. What follows represents the views of [redacted] and myself concerning the redefinition of a statement of goals for the Agency. Because of our rather narrow Agency experience it is difficult for us to gauge the impact of our specific Division oriented goals and objectives upon the more general Agency draft. We will therefore limit our direct contribution to the Agency's statement of goals to an additional sentence or two on Ethics, and provide a stand-alone set of goals, principles, and standards for the [redacted] Division [redacted]. It may be that others can identify points contained in the [redacted] statement which are worthy of inclusion in the Agency document.

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2. It was agreed that the Ethics portion of the Agency's statement might benefit from the addition of the following:

How we are perceived by the policy makers we serve, as well as by the public, is dependent largely upon the quality of our conduct and our resultant image. The value and acceptance of the Agency's product will be enhanced through the demonstration of our highest personal standards and ethical behavior.

3. For convenience and consistency the [redacted] statement of goals will follow the same outline as the Agency's draft.

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NOTE FOR:

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FROM:

SUBJECT: Responses to the Draft Statement of Goals,
Principles and Standards, per the DCI Request

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1. [] attached are four subject responses from selected individuals within []. Each respondent has tackled the problem from a different perspective, thus the variety of formats and viewpoints.

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2. It seems to me that the underlying theme of this effort - from any viewpoint - is to develop an instrument of communication "for the people, by the people." The success of the Agency is almost solely predicated on its personnel and, therefore, the proposed Statement of Goals, etc., should contain a strong people orientation that is readable, understandable and acceptable by anyone qualified to work here. The Statement should be succinct, straight forward and perfectly clear as to meaning rather than a collection of obscure, idealistic generalizations of only academic interest. The Statement should carry a message - and impact - that makes it worth displaying in public.

3. As a footnote, three articles in the Fall issue of Studies In Intelligence contain some relevant passages applicable to the Statement's content. Written by R. Helms, G. Bush and [] they address integrity, purpose, objectives and ethics within the intelligence function - in people-related circumstances.

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CENTRAL INTELLIGENCE AGENCY

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS

MAJOR

1. METHODS

We perform our mission by--

PURPOSE

- . making the best possible use of those resources provided us and by
- . constantly searching for new and improved techniques for intelligence collection and analysis.

To produce the highest level and quality of finished intelligence for U. S. policymakers.

Our aim is to more efficiently handle the ever-increasing flow of information...to sort it out and decide what it means...and to get it where it is needed.

2. AUTHORITY

Our activities are conducted under the Constitution and laws of the United States, and our actions reflect not only upon our own reputation but also on the reputation of our Government itself, both in this country and abroad.

3. OVERALL GOAL

All of our efforts are aimed at fostering the security and prosperity of the United States, which, in turn, affects the well-being of all peace-loving people.

CIA Statement of Goals, Principles and Standards (continued)

4. ASSESSMENT OF PAST ACCOMPLISHMENTS AND FUTURE DIRECTION

To accurately state the principles by which the Central Intelligence Agency abides requires a deep and searching self-examination. For we need to assess our strengths and our weaknesses...the qualities which have made the Agency a stand-out in excellence among Federal agencies..and the ways our past performance can be strengthened and extended at all levels and in all areas.

5. FORMULA FOR SUCCESS

The most important single factor in the CIA's success--past and future--is its PEOPLE.

The technology we use gives us the tools to perform our mission. But without PEOPLE tools would be useless.

Our product, the intelligence information we provide, is vital. It is our reason for existence. But it is gained by, through, and ultimately for PEOPLE.


Our customers, rather than being confined to a selected group, are the people we serve: the intelligence community, the President, the American public, as well as people around the world who love freedom and want a better way of life.

The Agency IS its PEOPLE. And not only in the collective sense. The CIA is each individual, wherever assigned, doing his or her job with professionalism and dedication.

In the CIA we seek to exemplify a spirit of--

- o Belief...in our country, our way of life, the importance of our mission and of the day-to-day activities required to accomplish that mission.
- o Imagination...to visualize results when confronted with obstacles, to focus on the big picture, and to see ourselves as members of the larger team while realizing the importance of individual effort.
- o Commitment...to teamwork, to marshalling our talents and efforts to meet each challenge and each requirement, whether large or small...to work together toward a common goal, remembering that the betterment of our world cannot be left to a few but is a responsibility to be shared by all.

CIA Statement of Goals, Principles and Standards (continued)

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- o Motivation...to contribute our own best knowledge and talents and to encourage those around us to do the same, knowing that, while our separate efforts might seem insignificant, our combined efforts can achieve undreamed-of results.
 - o Responsibility...willingness to meet tough and sudden challenges...to accept accountability for the use of our time, for our decisions, and for our actions.
 - o Adaptability...the ability to innovate, to stay flexible, to change course if experience dictates, to get it done and move on to the next task.
 - o Leadership...to identify and develop talent...to encourage, recognize appropriately, and, to the maximum extent possible, reward initiative and creativity...to promote personal growth and professionalism...to foster an atmosphere of challenge and opportunity...to lead and develop by example.
 - o Enthusiasm...the willingness to aim at perfection but to accept less so long as it is our best...to undertake and strive to successfully accomplish whatever task is at hand.
 - o Integrity...adhering to the highest standards of ethics in all our relationships and endeavors, knowing that anything less compromises the principles that we individually and collectively stand for, and diminishes our effectiveness with others.

These are our goals. They should be our daily standards for excellence. If they can be attained (and they can), why should we settle for anything less?

Critique of Draft Statement of Goals, Principles,
and Standards for CIA

1. Recommend that the Purpose statement(s) be changed to one of Objectives. It is noted that the sampled companies use this word--and its subsets--extensively, thereby establishing some degree of specificity to their goals. Objectives Two, Five, Six, and Seven, from Hewlett-Packard, are all adaptable as individual CIA objectives. The excerpt from In Search of Excellence contains listings of practices, attitudes, and themes that can be converted to objectives statements.
2. Organization. The context of this draft has two viewpoints: what it means to an "outsider" and its meaning--in practice--to Agency employees (at various responsibility levels). To those outside the CIA we should sound like a well-knit, cohesive, cooperative, coordinated entity, working as a whole, to satisfy our objectives of service and support. For internal consumption the statement should be changed from its idealistic approach to one that defines how separate internal organizations, despite their practiced parochialism and perceived views of independence, succeed in getting the job done with some degree of effectiveness.
3. It is not certain, under the label of Ethics, if all personnel rationalize what they are doing as being ethical under the broad umbrella of the Constitution and its related laws. The news media continually challenges the legality of our activities and little is done to assure the rank and file that they are engaged in honorable practices. On the other hand, one's moralistic/legalistic attitude may be subservient to the pursuit of income--and possibly job satisfaction. The only practical address to ethics may be in the nature of personal loyalty and integrity on behalf of national interests.
4. People. Again, Hewlett-Packard addresses this subject rather thoroughly; many of their statements could be used to better cover the spectrum of employee's performance, attitudes, benefits, contributions, interrelationships, rights, initiatives, accomplishments, recognition, etc.
5. Management. This draft statement, like those found under organization, is much more idealistic than in real world practice. In truth, there is little "freedom of action" and "fostering of initiatives and creativity" except in rare instances. Our organizational hierarchy, with its multi-layered levels, precludes complete freedom from just any managerial level. As a military-like entity, direction and administration must be structured--and the goal here should be to recruit and foster the development of qualified managers at all levels, including the recognition of specialists vis-a-vis generalists.

6. Measure of Results. Eliminate the first three sentences--
this is obvious. No comment on the balance. (Are results
quantifiable, measurable, congruent to needs, effective, cost
efficient? Should specific feedback from the consumer be
acquired rather than general platitudes of "well done", etc.?)
7. Standards. Another form of objectives. Use content in
defining objectives.

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

PURPOSE: Add: We must be accurate and comprehensive but we must also continue to maintain our standard of credibility by being correct in a provable manner. Support reporting with substantive evidence; don't depend on consumers believing strictly on a basis of our having said so.

ORGANIZATION: We must stress communication within the operating elements and between the operating elements. Too much secularism creates redundancy of production. In an age of computerization in all areas and components, be sure we aren't wasting time, energy and money developing systems two and three times over due to lack of proper use of coordination procedures. Respect the other elements professionalism and abilities. Accept that we must work with each other to reach a common goal. The house cannot be divided.

ETHICS: We must maintain our ethical standards within the framework of an ever-changing society and be flexible enough to be able to fulfill the legal requirements in this regard. We must also remain human and humane.

PEOPLE: The "elite" is no longer that in the true sense. Quality of the people cannot be measured in their lifestyle. We must be flexible enough to realize there are alot of elites who do not totally conform to a rigid scale. A certain degree of aberration beings in creativity and ingenuity. Most geniuses are also eccentric in some way or another and can be controlled as well.

MANAGEMENT: Identify management personnel and then allow them to exercise their ability to manage. Do not tie manager's hands in bureaucracy or in a one-man-makes-decisions-only mode. Give them the ball and let them run with it. Mistakes generate new and better ideas and further innovativeness, confidence and better managers in the long term. Never stop training and educating.

MEASURE OF RESULTS: Profits are not in dollars but in customer confidence in our product by proven accurateness. Recognize talent and reward it. Dedication brings further successes but must be perceived as being worth the effort or its quality diminishes.

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STANDARDS: Add to #4 (Technologies) - experiment with the new.

-- act on task force recommendations positively, expediently and give recognition to tasks well-performed.

The Agency's Statement of Goals, Principles, and Standards should be a one-page document, written in simple, clear, easy-to-understand terminology. It should be carefully studied and all unnecessary words eliminated, thus guaranteeing that most employees will take the time to read it.

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Management. The words creativity and communication should be a part of the management theme. It seems to me that to attain well-defined objectives which require efficiency, accountability, and results at all levels leaves little room for creativity. I believe that to have good communication with people and to encourage creativity are the most important aspects of good management.

Measure of Results. The results are in the satisfaction of customers and in the value, relevance, and timeliness of the intelligence and operational inputs they receive.

Everything else in this statement should be eliminated. Who cares how business organizations measure results, where the results come from, or whatever.

Standards.

Short and simple, all geared toward excellence,

I liked some of the statements in Excerpts from In Search of Excellence: Lessons from America's Best Run Companies:

"don't try to hold everyone on so short a rein that he can't be creative"

"Encourage practical risk taking"

"Support good tries"

"Make sure you generate a reasonable number of mistakes"

"Ask dumb questions"

"Try anything that has promise and half a chance"

"Advancement takes place only when we do something".

These statements instill a feeling for creativity and thereby good office morale; however, I'm not sure these things are practiced fully in this Agency.